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18 October 1982

MEMORANDUM FOR: Chief, Programs and Plans Staff, OL

FROM: [REDACTED]

Chief, Building Planning Staff, OL

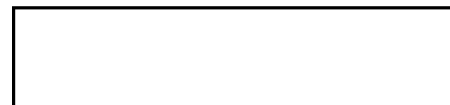
SUBJECT: Agency Long-Range Plan (U)

1. While it is possible to go into minute detail on possible support ramifications of the innumerable recommended initiatives contained in the Directorate Planning papers, it seems more productive at this stage to focus on the few global issues raised. In our view, there are two such issues worthy of comment:

a. Support to Overseas Operations. The recommended growth in overseas presence would obviously require reconstitution and augmentation of foreign support facilities. If one follows the strategy of the collectors, the obvious answer is to add support personnel in proportion to the customer growth. However, before blindly repeating history and the bad experiences of the past, serious study should be undertaken to find ways to increase operational support through alternate means. Utilizing [REDACTED] support structures for the bulk of the increased need could be a more palatable answer for Agency management and external budget authorities and leave support elements in the Agency less vulnerable to the traumatic cuts inevitably waiting at the end of the budget cycle. Although we are aware of the customer dissatisfaction with [REDACTED] support in the past, it is not out of the question to suggest that a small increase in Agency Staff at Headquarters for the purposes of oversight and coordination, could have great leveraging effect on quality of support in the Field.

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b. Growth in Technology. The range and scope of recommended technological initiatives is startling by comparison with other future projections such as those provided by the Information Handling Systems Architect. As a result, it is possible that current thinking on Headquarters space and utilities for machine support is significantly short of the mark. New Building planning for 200,000 sq ft of prepared machine space is sized to provide an estimated 30 percent growth in systems. If all of the new initiatives were realized, it appears that 100 percent machine space growth would be more appropriate, i.e., 300,000 sq ft. This, in turn, implies continued decentralization of personnel and major ADP systems. In sum, if the plans are taken seriously, there needs to be a fundamental reevaluation of Headquarters Consolidation, validity of the concept, and alternatives. (S)

2. The message we received from the Long-Range Planning Papers is that trying to support the totality of requirements in the same old ways is not going to be feasible. New methods of doing business and new management philosophies will be required that complement rather than detract from the initiatives of our customers. (U)

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Chief, Building Planning Staff, OL

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